Tool 20
Stakeholder Profile Sheets

This tool contains a series of short fact sheets that summarize the tasks that must be done during the watershed planning process to identify, recruit and structure the involvement of diverse stakeholders during the watershed restoration planning process. The information provided within this tool is an excerpt from the Center for Watershed Protection's Methods to Develop Restoration Plans for Small Urban Watersheds.

S-1	Stakeholder Involvement Methods **Facilitate Stakeholder Consensus**	FSC

Purpose

This method seeks to involve the community in setting watershed goals and objectives to guide the restoration effort. The goal is to attract new and existing stakeholders to forums where they can be educated on watershed topics, raise their own issues, and work together to build a consensus on restoration goals.

Scale	Value
Community-wide	Helpful

Key Stakeholder Targets

The lead local restoration agency usually champions the effort by recruiting other local, state and federal environmental agencies, watershed groups, responsible parties, local advisors and elected officials to participate in the goal setting process.

Outreach Techniques

The most common technique in goal setting is a series of facilitated meetings where stakeholders can provide direct input and feedback on goals. Techniques such as newspaper ads, inserts or stories, bill inserts, brochure mailings, newsletters, press releases, and personal contacts can all be used to invite target stakeholders to attend the goal setting process. Passive methods, such as surveys, response sheets, and interviews can also be used to solicit additional input.

Stakeholder Method

Seven tasks are used to facilitate stakeholder consensus include:

1. Recruit the right stakeholders to participate
2. Convene a comfortable forum for them to interact together
3. Set ground rules for participation in the process
4. React to “strawman” document and brainstorm ideas without major editing
5. Break into small groups to refine and narrow down choices
6. Reconvene as a full group to get concurrence on major choices
7. Follow-up with participants to finalize their agreement

Educational Message

Most stakeholders that are initially invited will have some familiarity with watershed topics, but may not be aware of current water quality and natural resource problems. The message in this step should highlight the Existing Data Analysis (EDA) and provide a clear explanation of any regulatory drivers or community issues that are driving restoration (from the NCA).

Advanced Preparation

Many stakeholders can be identified through the NCA checklist, although additional meetings and phone interviews may be needed to expand recruitment.

Follow-up

Stakeholders should get a follow-up mailing or e-mail that contains final draft language on goals and objectives. Remember to maintain contact with these stakeholders throughout the restoration planning process.

Time Frame / Level of Effort

At least three weeks of staff effort is needed to invite stakeholders to goal-setting meetings, prepare and conduct two meetings, and handle needed aftercare.

S-1	Stakeholder Involvement Methods **Facilitate Stakeholder Consensus**	**FSC**

Further Resources

- Chapter 1, *Manual 1: An Integrated Framework for Small Watershed Restoration*
- *Engaging and Involving Stakeholders in Your Watershed* (MacPherson and Tonning, 2004)
- *Goal Setting and Consensus Building*, (RTCAP, 2003)

Tips for Achieving Consensus on Watershed Restoration Goals

- Invite a broad diversity of stakeholders to attend, not just agency stakeholders.
- Make sure to define what is meant by consensus and how it will be determined.
- Initial goals should be clear, numeric, measurable, time-based and linked to environmental indicators the public understands.
- Try to set realistic and achievable expectations for watershed restoration.
- The lead restoration agency should convene the goal setting forum.
- Small group exercises are an excellent way to get good ideas for goals.
- Stakeholder meetings should be facilitated by an independent party.
- At least two meetings are generally needed; the first to solicit broad input on goals, and the second to narrow them down and obtain agreement on them.
- Don't focus exclusively on water quality or habitat. Be prepared to deal with recurring community issues that almost always come up -- recreation, greenways, flooding, waterfront and neighborhood revitalization, enforcement, dumping, and safety.
- The visibility of this initial effort can be raised by inviting local elected officials.

Involve the community in setting restoration goals involves convening a series of stakeholder meetings.

S-2

Stakeholder Involvement Methods

Restoration Education and Outreach

REO

Purpose

Restoration education is intended to motivate stakeholders into action. This method seeks to educate stakeholders about key watershed problems and solutions, familiarize them with the watershed planning effort so far, and invite them to play a direct role. Stakeholders are offered the opportunity to help develop the list of priority subwatersheds to begin working on first.

Scale	Value
Community- or Watershed-wide	Essential

Key Stakeholder Targets

Initial targets include staff within the lead local restoration agency, local environmental agencies, state and federal agencies, watershed and environmental groups, responsible parties, and local advisors. Next, education and outreach efforts are expanded to individuals and groups further down the stakeholder pyramids (see Appendix B).

Stakeholder Method

Three tasks are involved in restoration education and outreach:

1. Translate watershed data into simple and accessible formats
2. Choose outreach techniques to deliver it to watershed stakeholders
3. Create forums where stakeholders can make restoration decisions

Outreach Techniques

Meetings, individual briefings or workshops are often the traditional method to involve stakeholders in restoration. Initial meetings are often needed to solicit input on the priority subwatershed list. Restoration education information can be distributed through project websites, displays in public spaces, newsletters, newspaper articles, presentations, open houses, brochures, and bill inserts. Several outreach techniques should be used to reach stakeholders that cannot attend meetings.

Educational Message

Stakeholders should get progressively more sophisticated messages on watershed problems and the restoration process. Presentations should emphasize how urban development affects stream health, what restoration practices can be used, and most critically, why restoration is important to each individual stakeholder. Stakeholders should also be oriented to the role they are expected to play in the watershed restoration process.

Advanced Preparation

Short presentations or fact sheets summarizing the initial results of the Comparative Subwatershed Analysis (CSA) and Rapid Baseline Assessment (RBA) should be prepared prior to the first meeting, along with an initial list of subwatershed screening factors. Stakeholders should be given input on the final list of screening factors and their relative weight.

Follow-up

Ideally, restoration education and outreach should be conducted on an ongoing basis throughout the planning process, and may best be handled by a local watershed organization that has “retail” education capability. Contact information for new stakeholders should be maintained in a database, and they should be periodically apprised of the status of the watershed restoration process.

S-2

Stakeholder Involvement Methods

Restoration Education and Outreach

REO

Time Frame / Level of Effort

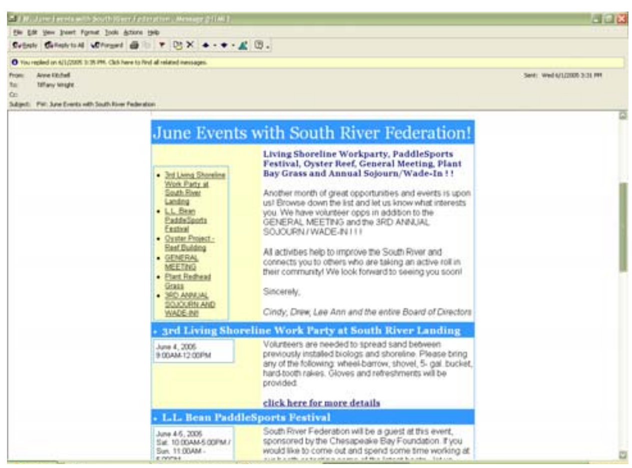
At a minimum, plan on hosting two or three educational meetings, and perhaps as many as a dozen briefings for most watersheds. Restoration education should take place within the first three months of the process. This may take as much as three weeks of total staff time, when advance preparation and follow-up tasks are factored in. More staff time is needed if restoration education and outreach are conducted throughout the entire restoration process.

Further Resources

- *Getting in Step: A guide for conducting watershed outreach campaigns* (McPherson and Tonning, 2003)
- *Community Toolbox for Public Participation* (RTCAP, 2003).

Tips for Communicating Restoration Information

- Watersheds are an abstract concept, and restoration can be a pretty technical business, so make sure outreach materials explain basic concepts with a minimum of jargon, acronyms and bureaucratic terminology.
- Remember that local media love rankings, and consider them quite newsworthy, so make sure they know about the best and worst streams in the community.
- Keep in mind that much of the public has low initial awareness about watersheds, streams, and restoration practices – less than 25% according to NEETF surveys (2003) – so use maps, visuals and photographs to make your key points. Maps are a great educational tool; make sure every new stakeholder understands their subwatershed address.
- Local watershed groups can be direct, effective and low cost retailers of restoration education and outreach. Consider outsourcing some or all of this function to them.
- Local websites are gaining increasing value as a tool for restoration education and outreach, if they are frequently updated and are designed to provide some interaction with stakeholders. They can attract new stakeholders, orient them quickly and enable busy stakeholders to keep up with the restoration process if they cannot attend in person.
- Don't forget the role that local advisors can play in delivering your restoration education and outreach message. Work with them to develop a standard powerpoint presentation they can present to other groups and prospective restoration partners.
- Powerpoint presentations should be short (no more than 30 slides), contain digital photo images of the home watershed, and provide talking points to guide the speaker through the talk.



Email is a quick and easy way to keep stakeholders informed of meetings and events in the watershed.

S-3

Stakeholder Involvement Methods

Stakeholder Identification and Recruitment

SIR

Purpose

This method has two primary purposes. The first is to recruit new stakeholders and maintain the interest of existing stakeholders in the subwatershed restoration process. The second is to get feedback on the roles stakeholders want to play, and discover their preferences as to how and when they want to be involved in the restoration process.

Scale	Value
Subwatershed-wide	Essential

Key Stakeholder Targets

Key targets are recruited progressively further down the four stakeholder pyramids, with an emphasis on stakeholders that live or work in the subwatershed (see Appendix B for information on stakeholder pyramids). New targets include local land-owning or regulating agencies, activist public, neighborhood groups, civic associations, garden clubs, recreational groups, local businesses and landowners, schools, churches and parks.

Outreach Techniques

A wide range of techniques can be used to reach out to stakeholders including interviews, invitation letters, meetings, fact sheet mailouts, subwatershed websites, maps, articles in local papers, stream tours, and educational displays in public spaces and community fairs. Several different outreach techniques are needed to attract and recruit the greatest number of stakeholders, and each should clearly notify them of how they can become involved in the subwatershed restoration process.

Stakeholder Involvement Method

Stakeholders are identified and recruited by performing six tasks:

1. Analyze subwatershed maps to locate major stakeholders
2. Get contact data for neighborhood associations and civic groups
3. Interview outreach multipliers to expand contacts
4. Develop contact database to track stakeholders
5. Survey stakeholders about their involvement preferences
6. Deliver invitations and restoration outreach materials

Educational Message

Many subwatershed stakeholders initially have low restoration awareness, so the educational message should focus on their subwatershed address, what restoration is and why it is needed, and how the plan will influence them. It is also important to outline basic stakeholder duties, roles and time commitments needed, and that it can be both a fun and rewarding service.

Follow-up

All existing, new or potential stakeholders should periodically receive e-mail or newsletter updates on the status of restoration planning efforts. In addition, all stakeholders should be invited to participate in subsequent stakeholder meetings, neighborhood consultation meetings, external plan review, and implementation partnership (see stakeholder involvement steps S-4 through S-7).

S-3

Stakeholder Involvement Methods

Stakeholder Identification and Recruitment

SIR

Time Frame / Level of Effort

A good, current stakeholder contact database is an important stakeholder management tool, so don't scrimp on the staff time needed to assemble one. Plan on at least 3 to 5 days of staff time for the initial effort, and the same amount to maintain it throughout the restoration process.

Further Resources

- *Engaging and Involving Stakeholders in Your Watershed* (MacPherson and Tonning, 2004)
- Manual 8, chapter 4 - *Pollution Source Control Practices*

Tips for Getting the Right Stakeholders to the Table

- The biggest questions on the minds of most potential stakeholders are how much time will it consume and what benefits will it have for them, their neighborhood, or their community at large. Stakeholders are mostly volunteers, so make sure you can clearly and persuasively answer these questions before you contact them.
- The best "pitch" to attract new or potential stakeholders is face-to-face meetings, particularly if they are new to the process or are near the top of the stakeholder pyramid (See Appendix B).
- Find the right hook to motivate each stakeholder to participate (e.g., how restoration can improve their neighborhood), and remember that the hook is usually different for each rung of the four different stakeholder pyramids.
- Send a formal invitation letter and follow-up with a phone call.
- Have a "buddy" encourage their participation.
- Give new stakeholders a prominent role to play at every meeting.
- Ask stakeholders their preferences for meeting times and places, and schedule around these preferences. Stakeholders are often a mix of day-timers (professionals that are expected to be at the table because of their job duties) and night-timers (volunteers that are donating their time and expertise outside of their job and family commitments).
- Market stakeholder service as a great networking opportunity or just a fun event.

S-4

Stakeholder Involvement Methods

Managing Stakeholder Input

MSI

Purpose

The purpose of stakeholder involvement in this steps is to get early input on the full range of environmental and community issues that exist in the subwatershed, and get feedback from stakeholders on the merits of the ISS.

Scale	Value
Subwatershed-wide	Essential

Key Stakeholder Targets

Targets include both "day-timer" and "night-timer" stakeholders, including representatives of local agencies, activist public, neighborhood groups, civic associations, garden clubs, recreational groups, local businesses and landowners, schools, churches and parks and other interested parties.

Outreach Techniques

The traditional technique to involve stakeholders is a series of short evening or weekend meetings. Each meeting requires considerable advanced preparation and follow-up actions. Low-cost outreach techniques to notify stakeholders about meetings and events include letters, flyers, e-mails, phone calls, and announcements in community newspapers. In addition, restoration project websites can be an effective support tool.

Stakeholder Involvement Method

Stakeholder input is achieved by completing three tasks:

1. Prepare for meeting in advance
2. Conduct stakeholder meeting
3. Perform follow-up tasks after meeting

Educational Message

The educational message in this step focuses on increasing awareness about key subwatershed problems, explaining proposed restoration strategies, and outlining the planning process and how stakeholders can interact together.

Advanced Preparation

Advanced preparation for stakeholder meetings includes the following tasks:

- Select the date, venue and piggyback event
- Invite key stakeholders to participate
- Advertise the meeting to stakeholders using multiple outreach techniques
- Develop an agenda that explicitly provides time for stakeholder input
- Prepare condensed presentation materials for the meeting

Follow-up

The outcome of every meeting should be documented, and the results transmitted to all stakeholders who attended and those that could not attend.

Time Frame / Level of Effort

Plan on at least two stakeholder meetings per subwatershed. Effective meetings require plenty of advance preparation and follow-up—as many as four staff days per meeting. Budget an additional week of staff effort if a restoration website needs to be set up.

Further Resources

Many excellent resources exist on stakeholder involvement techniques, including RTCAP (2003), CTIC, (2002), MacPherson and Tonning (2003), and University of Kansas (2002).

S-4

Stakeholder Involvement Methods

Managing Stakeholder Input

MSI

Tips for Running an Effective Stakeholder Meeting

- Keep meetings short (generally less than 1½ hours).
- Entice folks to come by providing food and refreshments.
- Publicize the meeting at least a month in advance.
- Make sure the meeting location is within or reasonably close to the subwatershed.
- Be sensitive to meeting timing issues, such as rush hour, dinner-time and religious holidays.
- Have a clear agenda and establish clear ground rules. Stick to them.
- Provide handouts (beforehand, if possible).
- Assign action items in meeting minutes that are distributed to all those who came and those who could not come to the meeting.
- Select a comfortable venue that is conducive to work.
- Always devote at least a third of the meeting to allow stakeholders to informally share their thoughts, opinions and concerns.
- Never have presentations comprise any more than 50% of the meeting time, and make sure they touch on the basics of Restoration Education and Outreach (Profile Sheet S-2).
- Put a variety of people on the agenda to briefly speak, including some prominent stakeholders.
- It's not always easy to anticipate what new stakeholders want to learn or discuss—so ask them at the first meeting to design the agenda for the second one.
- Stakeholders should be given real work to do and meaningful outlets to provide input, such as small group exercises, brainstorming sessions, and listening stations.
- Consider having an outside facilitator or moderator to keep the meeting focused.
- Piggyback the meeting to another physical activity, like a stream tour, rain barrel demonstration or bayscaping event.
- Many subwatershed stakeholders are unfamiliar with the range of restoration practices, while others may have strong objections about certain practices or sites. It is a good idea to educate stakeholders about the benefits and drawbacks of restoration practices.
- Always provide informal time to socialize and build the relationships and trust needed in later steps. Remember, being a stakeholder should be enjoyable, rewarding and fun.
- While sad, but true, it seems that every stakeholder meeting contains a few individuals that are hostile, uncivil, disruptive or downright nasty. Some tips for dealing with these difficult stakeholders include:
  - Maintain a professional attitude and try not to isolate the stakeholder.
  - Communicate with them after the meeting to learn about their key issues so that you are ready for the next meeting.
  - Give them a task or role to do, and provide suggestions on ways they can resolve their issue or concern.
  - Remind them about ground rules for participating (e.g., each person is permitted to talk no more than a set length of time; everyone must be courteous; folks may not interrupt a speaker or anyone else; all stakeholders who wish to speak are given opportunity to do so; and one should state whom they represent if they are speaking on behalf of a group or organization, etc.). If they continue to be disruptive, consider using a professional facilitator to diminish their influence on the group as a whole.

S-5

Stakeholder Involvement Methods

Neighborhood Consultation Meetings

NCM

Purpose

The purpose of this method is to get feedback from the neighborhood on the acceptability of initial concept designs for larger restoration projects, particularly if they are located in high visibility areas.

Scale	Value
Neighborhood-wide	Essential

Key Stakeholder Targets

The primary targets for neighborhood consultation are the adjacent public and, in some cases, permitting agencies that must ultimately approve the project.

Outreach Techniques

Evening meetings, preferably scheduled to coincide with a regular homeowner/civic association meeting are most effective. Other methods include weekend project walks, one-on-one briefings, and project evaluation workshops. A combination of outreach techniques should be used to advertise neighborhood consultation meetings, including letters sent to affected homeowners and landowners, displays, notices placed in community and homeowner newsletters, and posting of signs at proposed project locations.

Stakeholder Involvement Method

Four tasks are performed to conduct neighborhood consultation meetings:

1. Define who is adjacent to the project
2. Notify every address within the boundary
3. Arrange meeting or project field visit to discuss project
4. Determine neighborhood acceptance and incorporate it into PER

Educational Message

Neighborhood meetings frequently attract brand new stakeholders with fairly low levels of restoration awareness, and in many cases, suspicious attitudes toward local government. Therefore, the basic message should focus on why restoration is needed and the planning process that led to the proposed project.

Advanced Preparation

Several products should be prepared in advance of the meeting, including a summary of Neighborhood Source Assessment (NSA), clear plans and maps of the proposed project, subwatershed fact sheets, locator maps or photos, and any educational resources on neighborhood stewardship practices.

Follow-up

Make sure to get promptly back to neighborhood stakeholders to let them know how their input was reflected in project ranking and final design, and immediately follow-up with individuals that raise serious project concerns.

S-5

Stakeholder Involvement Methods

Neighborhood Consultation Meetings

NCM

Level of Effort

The actual number of consultation meetings will be different in each subwatershed, depending on the number of large restoration projects that are contemplated. If there are more than a half-dozen projects, consider consolidating them into a single meeting using a listening station approach (see tips below). Plan on at least 20 hours of preparation/follow-up for each neighborhood consultation meeting.

Further Resources

Consult Profile Sheet S-4 for stakeholder meeting tips.

Tips for Consulting With Neighborhoods on Restoration Projects

- Neighborhood consultation is essential when large storage retrofits, widespread on-site retrofits or comprehensive stream repair projects are being considered in a subwatershed.
- Don’t oversell the project. Anticipate potential project concerns, and be ready to respond to them in an even-handed manner. It makes little sense to avoid or gloss over potential problems, since someone from the audience is sure to raise them anyway.
- The meeting may be the first time an angry resident has an opportunity to interact with local government, so be ready to listen and respond to concerns not directly related to the project in question. Complaints about garbage pickup, illegal dumping, mowing regimes, rats, abandoned cars, pond maintenance and any number of other legitimate neighborhood concerns are quite common. Although the project can’t solve these problems, do some advance homework so that you can refer them to the right person in local government who might be able to address the problem.
- Keep meetings short, and try some of the meeting tricks outlined in Profile Sheet S-4. Consultation meetings are particularly well suited to an informal “listening station” format, which entails several tables or stations that are spread across a large meeting room. Each station is manned by an individual who can provide information on a particular restoration project or stewardship practice, so that individual residents can get information and provide feedback without having to endure a long meeting.
- Always mix in several stewardship practices with the larger restoration project being considered, so residents can learn about tree planting, rain barrels, and low input lawn care. Remember to bring along educational resources to promote neighborhood stewardship.
- Neighborhood meetings have the greatest potential to attract difficult stakeholders, particularly if they are well-attended (e.g., stakeholder comments like “this is the first time I heard about this”, “our property values are going to drop like a rock,” etc.). Try to deal with hostile stakeholders using the tools described in Profile Sheet S-4, but if opposition is widespread or intense, be ready to drop projects, or at least suspend them until another meeting can be held to respond to their concerns.

S-6

Stakeholder Involvement Methods

External Plan Review

EPR

Purpose

The purpose of this method is to transform stakeholders into restoration partners by explaining the expected benefits and costs associated with the plan, and offering a final opportunity for comment. Stakeholders are often asked to support or endorse the plan and commit to early actions during this step.

Scale	Value
Community-wide	Helpful

Key Stakeholder Targets

Every stakeholder who has participated up to this point should be given an opportunity to comment on the plan, although prospective partners, such as local agency partners, activist public, landowning agencies, funders and responsible parties are particular targets.

Outreach Techniques

A wide range of techniques can be used to distribute the plan and solicit comment, including mailing of plan summaries (with response sheets), posting the plan on the project website, distributing the draft plan electronically, individual partner briefings, a final subwatershed stakeholder meeting, review by an advisory committee, and hosting of small listening sessions, open houses, or town hall meetings.

Stakeholder Involvement Methods

Four tasks are needed to solicit external review of the plan:

1. Choose audience for external review
2. Develop condensed plan summary
3. Operate multiple processes to get plan feedback
4. Provide timely revisions to plan

Educational Message

The educational message in this step explains the overall plan and how it meets restoration goals, review its benefits and costs, and explain how partners can assist in plan implementation.

Advanced Preparation

It is a good idea to prepare a condensed summary of the plan that contains major recommendations, a matrix of key projects and their expected completion dates, and a summary of how the plan will meet watershed goals, based on the subwatershed treatment analysis.

Follow-up

It is important to acknowledge and respond to all comments in a timely manner (even if they cannot be fully addressed in the plan). If a reviewer is generally supportive of the plan, try to obtain a letter of support, endorsement, or a commitment to testify in favor of the plan.

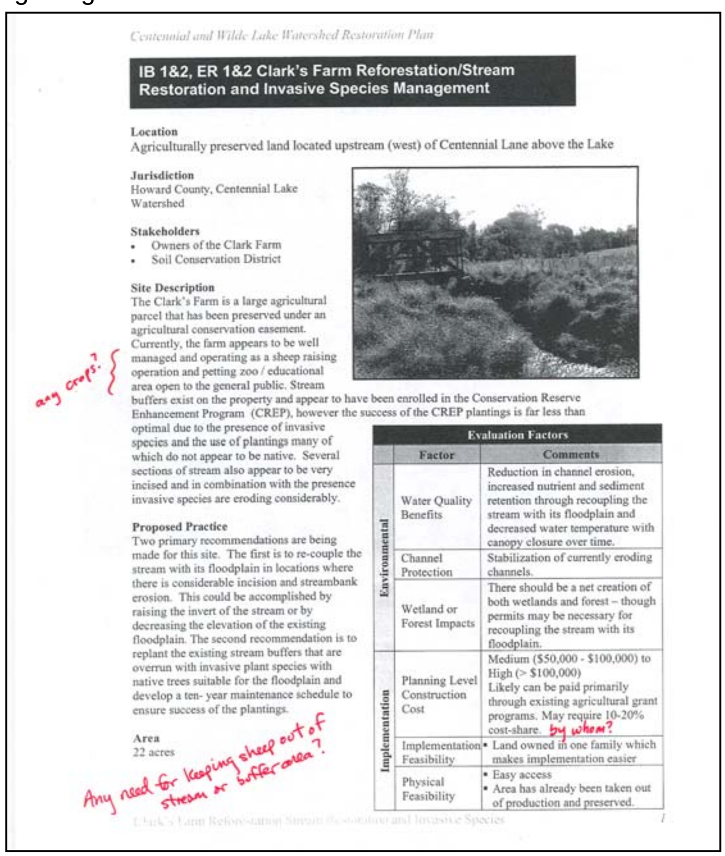
Level of Effort

A minimum window of at least one month is usually needed to solicit and respond to comments, and often much more. Plan on two weeks of staff time to distribute the plan, respond to comments, revise the plan, and secure endorsements.

S-6	Stakeholder Involvement Methods **External Plan Review**	**EPR**

Tips for Getting Great Plan Reviews and Partner Support

- Avoid public hearings and other types of formal review processes.
- Clearly indicate the type and scope of review you want—remind reviewers that the purpose of their review is to support the best implementation for the subwatershed, and not necessarily produce the fanciest or most perfect document.
- Make sure all stakeholders who participated at any point in the planning process get a crack at reviewing the plan.
- Make sure that any partner expected to play a role in implementation understands and is comfortable with their intended role, as written in the plan.
- Most stakeholders don't want to review thick documents, so just ask them to review the summary. If you have a long plan, assign different stakeholders to review specific sections of the plan, and not the whole thing.
- In general, the objective of external review is to get partners to support and endorse the general plan, and the specific actions that they are being asked to perform.
- Don't expect 100% of your stakeholders to review the plan, but make sure to get at least verbal approval from 100% of the key restoration partners.
- If support or endorsement is sought from a group or organization, add time to the review process, since they usually need more time to get together and take official action.
- Prominently acknowledge all stakeholders who participated in putting together the draft plan, but don't imply that they automatically concur with any or all recommendations. Stakeholders and partners who see their name on a plan are more likely to carefully read and review it.
- It always seems a new stakeholder appears at this stage claiming they are hearing about the plan for the first time, and the process should be halted to accommodate their interests. In most cases, patience and special attention can get the new stakeholder aligned to the process.


Centennial and Wilde Lake Watershed Restoration Plan

IB 1&2, ER 1&2 Clark's Farm Reforestation/Stream Restoration and Invasive Species Management

Location
Agriculturally preserved land located upstream (west) of Centennial Lane above the Lake

Jurisdiction
Howard County, Centennial Lake Watershed

Stakeholders
- Owners of the Clark Farm
- Soil Conservation District

Site Description
The Clark's Farm is a large agricultural parcel that has been preserved under an agricultural conservation easement. Currently, the farm appears to be well managed and operating as a sheep raising operation and petting zoo / educational area open to the general public. Stream buffers exist on the property and appear to have been enrolled in the Conservation Reserve Enhancement Program (CREP), however the success of the CREP plantings is far less than optimal due to the presence of invasive species and the use of plantings many of which do not appear to be native. Several sections of stream also appear to be very incised and in combination with the presence invasive species are eroding considerably.

any crops?

Proposed Practice
Two primary recommendations are being made for this site. The first is to re-couple the stream with its floodplain in locations where there is considerable incision and streambank erosion. This could be accomplished by raising the invert of the stream or by decreasing the elevation of the existing floodplain. The second recommendation is to replant the existing stream buffers that are overrun with invasive plant species with native trees suitable for the floodplain and develop a ten- year maintenance schedule to ensure success of the plantings.

Area
22 acres

Any need for keeping sheep out of stream or buffer area?

Evaluation Factors		
	Factor	**Comments**
Environmental	Water Quality Benefits	Reduction in channel erosion, increased nutrient and sediment retention through recoupling the stream with its floodplain and decreased water temperature with canopy closure over time.
	Channel Protection	Stabilization of currently eroding channels.
	Wetland or Forest Impacts	There should be a net creation of both wetlands and forest – though permits may be necessary for recoupling the stream with its floodplain.
Implementation	Planning Level Construction Cost	Medium ($50,000 - $100,000) to High (> $100,000) Likely can be paid primarily through existing agricultural grant programs. May require 10-20% cost-share. by whom?
	Implementation Feasibility	• Land owned in one family which makes implementation easier
	Physical Feasibility	• Easy access • Area has already been taken out of production and preserved.

Clark's Farm Reforestation Stream Restoration and Invasive Species 1

This is an example of comments made to a retrofit sheet by the local government partner

S-7

Stakeholder Involvement Methods

Maintain Restoration Partnerships

MRP

Purpose

The purpose of stakeholder involvement in Step 7 is to build a strong and broad coalition in the community that can attract political support needed to get the plan adopted and funded.

Scale	Value
Community-wide	Helpful

Key Stakeholders

Primary targets include local elected officials, partner agencies, watershed groups and all potential funders for the restoration effort.

Outreach Techniques

Outreach techniques are used to announce the adoption of the plan and acknowledge key partners involved in it. Examples include signing ceremonies, photo opportunities in the subwatershed, and watershed events and celebrations that provide favorable political exposure to elected officials and partners. Elected officials require specialized attention, which may include formal or informal background on the plan, negotiations to develop memoranda of understanding among partners, budget presentations and carefully managed council or commission meetings to get the plan adopted.

Stakeholder Involvement Method

Five tasks are performed to create and maintain restoration partnerships:

1. Define expectations for the partnership
2. Define the benefits that partner will receive
3. Meet with individual partners to enlist their support
4. Determine proper partner recognition
5. Maintain partner relationships over time

Educational Message

The three key educational messages to stress in this step are the political and community benefits associated with the restoration plan, the budget and funding sources needed to implement it, and the width and breadth of the community partners that support it.

Advanced Preparation

A condensed summary of the final plan, letters of support, partner agreements, and private briefings with local political champions and key local agency heads are extremely helpful in streamlining the approval process.

Follow-up

Successful adoption of a restoration plan should be immediately followed by thanks and acknowledgements to all stakeholders, partners and elected officials. Press releases, tours, signing ceremonies and watershed celebrations can all maximize political exposure through local media.

Level of Effort

S-7

Stakeholder Involvement Methods

Maintain Restoration Partnerships

MRP

The precise amount of time and staff effort needed to create the restoration partnership depends to a great extent on the number of partners, current budget conditions and the local political landscape. At a minimum, schedule at least three months to get concurrence on the final plan, and at least three staff weeks of effort to make it happen.

Tips for Attracting Political Support for Restoration

Ideally, elected officials will not be a brand new stakeholder at this point, and should have been informed by senior agency heads about progress made during the restoration planning process. Some other tips to keep local officials enthused about restoration are to:

- Frequently ask for their advice (so they think it was their idea all along).
- Invest in the political relationship (constructively work with them on other community issues, attend their events, and even consider donating a few dollars to their campaigns).
- Introduce yourself to them so they know you first hand, and not just what they read in the paper.
- Provide them with photo opportunities to demonstrate their local environmental commitment.
- Promote any positive contributions elected officials make in any restoration education and outreach materials produced.
- Entice them with opportunities to speak to these potential voters at larger stakeholder meetings.
- Get to know their key staff and advisors since elected officials rely on them heavily.
- Avoid partisanship and emphasize how restoration is really a simple constituent service.
- Work with several local elected officials simultaneously, since they are voted in (or out of) office on a routine basis.
- Keep them involved by inviting them to participate in low risk and high visibility annual events, such as canoe trips, school tree plantings and stream cleanups.
- Make sure to express appreciation when they vote favorably for restoration, and don't criticize them if they do not always vote the exact way you would like.

Note the wide range of partners included in the Antietam Creek Watershed effort

Photo courtesy of Rob Schnable, Chesapeake Bay Foundation

S-8	Stakeholder Involvement Methods **Ongoing Management Structure**	**OMS**

Purpose

This method seeks to establish and sustain an ongoing management structure that enables stakeholders to advocate for the restoration plan during the many years over which implementation is expected to occur.

Scale	Value
Community- or watershed-wide	Essential

Key Stakeholder Targets

The membership of the ongoing management structure varies somewhat depending on the organizational model selected. Normally, local agencies, local advisors, the activist public, key funders and restoration partners form the core of the management structure (i.e., decision-making authority and coordination). Ultimately, the management structure should provide opportunities for all types of stakeholders to participate in restoration activities, and should extend as far down each stakeholder pyramid as possible. Economies of scale make it easier to sustain a management structure at the community or watershed scale, as compared to the subwatershed scale.

Outreach Technique

At least one person within a larger watershed management structure should be designated direct responsibility for subwatershed coordination. The duties and functions of this position depend on the organizational model selected and available funding. Several different outreach techniques can be used to report progress and maintain interest in subwatershed restoration. They include annual reports, indicator scorecards, conferences, demonstration projects, project ribbon-cuttings, tours of constructed restoration practices, annual celebrations or canoe trips, adopt-a-stream programs, volunteer monitoring, and subwatershed stewardship campaigns.

Stakeholder Involvement Method

Four tasks are used to create an ongoing management structure:

1. Review existing organizational and volunteer capacity
2. Choose the most important roles it could play
3. Agree on the organizational model to pursue
4. Seek funding to launch the organization

Educational Message

The key message is to continuously remind stakeholders about progress made in restoring the subwatershed, and report on trends in stream and subwatershed quality over time.

Advanced Preparation

S-8

Stakeholder Involvement Methods

Ongoing Management Structure

OMS

A fair amount of advance preparation is needed to establish an ongoing management structure, regardless of the organizational model selected. Key restoration partners need to get together to choose the organizational model; establish its charge, membership and bylaws; determine who will provide needed administrative support to coordinate the partners; and decide how staff time will be paid for.

Follow-up

The main follow-up activity is to sustain membership and participation in the ongoing management structure that will, in turn, maintain momentum in subwatershed restoration. The subwatershed coordinator should regularly keep in touch with restoration partners, and convene a stakeholder meeting at least once a year.

Level of Effort

Considerable effort is needed to establish and sustain an ongoing management structure. Plan on a minimum of 0.25 to 0.5 staff years to get the watershed organization started, and a minimum of 0.5 staff years/year thereafter. At least 0.25 staff years per year should be allocated to the specific duties of the subwatershed coordinator.

Further Resources

- *Rapid Watershed Planning Handbook* (CWP, 1998)
- *Getting in Step: Engaging and Involving Stakeholders in Your Watershed* (MacPherson and Tonning, 2004)

Tips for Establishing and Sustaining an Ongoing Management Structure

- Since restoration requires a strong partnership between local government and other partners, the hybrid organizational model is recommended as the most effective watershed management structure to handle subwatershed restoration implementation.
- Most communities either have a local agency champion or local watershed group, but not both. A good strategy is to first strengthen the existing management structure, and then gradually develop its hybrid counterpart.
- Every watershed management structure will be unique and dynamic, as more restoration partners are enlisted and the scope of implementation grows. The critical element is funding to support the subwatershed coordinator role.
- Many excellent resources exist on how to improve the capacity of organizations to restore watersheds, including River Network (http://www.rivernetwork.org) and the Institute for Conservation Leadership (http://www.icl.org).